

**Minutes of the Board of Regents,
Uniformed Services University of the Health Sciences**

**Meeting No. 191
May 15, 2015**

The Board of Regents, Uniformed Services University of the Health Sciences met on May 15, 2015, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Everett Alvarez Jr. Board of Regents Room (D3001), Bethesda, Maryland. The meeting date and agenda items were published in the Federal Register and each Regent was duly notified prior to the meeting. The Board Executive Secretary, Jeffrey L. Longacre, M.D., was present during the meeting along with the Designated Federal Officer (DFO), Mrs. Jennifer K. Nuetzi James. The meeting was called to order at 8:00 a.m. Members and advisors listed below were in attendance:

Board Members

Ronald R. Blanck, D.O., Chair
Sheila P. Burke, M.P.A., Member
Haile T. Debas, M.D., Member
GEN Ronald H. Griffith, USA (Ret), Member
Michael M.E. Johns, M.D., Member
Charles S. Robb, J.D., Member
Leo E. Rouse, D.D.S., Member
Karen S. Guice, M.D., Representing the Assistant Secretary of Defense for Health Affairs
Charles L. Rice, M.D., President, USU
MG Joseph Carvalho, Jr., MC, USA, Representing the Surgeon General of the U.S. Army
RDML Priscilla B. Coe, DC, USN, Representing the Surgeon General of the U.S. Navy
Maj Gen Dorothy A. Hogg, USAF, NC, Representing the Surgeon General of the U.S. Air Force
RADM Boris D. Lushniak, USPHS, Representing the Surgeon General of the United States

Advisors to the Board

Gen Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Arthur L. Kellermann, M.D., M.P.H., Dean, F. Edward Hébert School of Medicine, USU
Carol Romano, Ph.D., R.N., Dean, Daniel K. Inouye Graduate School of Nursing, USU
Thomas R. Schneid, D.M.D., M.S., Executive Dean, Postgraduate Dental College, USU
Col L. Andrew Huff, USAF, MC, Director, Armed Forces Radiobiology Research Institute, USU
Joshua Girton, J.D., Legal Advisor to the Board of Regents, USU

OPENING COMMENTS

Dr. Blanck welcomed new Board of Regents member Dr. Leo Rouse, the four representatives of the Surgeons General and Dr. Thomas Schneid the new Executive Dean of the Postgraduate Dental College. The following points were included in Dr. Blanck's remarks:

- Dr. Blanck noted the final version of the Board governing documents will be voted on today.
- USU Commencement is tomorrow, Saturday, May 16th. The next meeting is Summer 2015 and will be held in Norfolk, VA.
- The USU Liaison Committee on Medical Education site visit will occur October 25-28, 2015.
- The Request for Proposals for electronic Board software is under review and will go out soon for bids.

- Regents may purchase bricks in the courtyard. Ms. Nuetzi James has additional information.
- The award approval process continues to be updated.
- Faculty packet due dates are at Attachment 1 and kudos to the Postgraduate Dental College for their timely submissions.
- Dr. Blanck noted that a closed session would occur subsequent to the open session to address personnel actions and active investigations.

MATTERS OF GENERAL CONSENT

Dr. Blanck presented the matters of general consent listed below.

- Minutes of the February 3, 2015 meeting at Tab 8 (electronically approved to meet 90-day reporting requirements)
- Declaration of Board Actions (items already approved between the February meeting and this meeting)

Upon motion duly made and seconded, the Board

Vote by voice vote: Approved the matters of general consent as presented.

Dr. Blanck noted the necessity of the Brigade Commander to attend graduation rehearsal today and therefore will present his report early so he may leave the meeting.

USU BRIGADE REPORT

Col Glasz noted the status of orders for the classes broken out by service. Status of initial officer training was reviewed by class. Most students complete this prior to starting school, however, there can be late admissions which will need to complete the training at another point in time. The scrolling process and status of the students were reviewed. Col Glasz noted the challenge of getting the scrolled student lists too early. Another training option, the Medical Officer Survival Training (MOST) was reviewed. Col Glasz noted there is still room for improvement but overall things are going well. General Carvalho asked about situations when training might not occur at the optimal time. Col Glasz and Dean Kellermann noted the priority of officer training courses. Ms. Burke asked about statistics on the civilians. Senator Robb asked about the students promotion schedule after scrolling. General Griffith asked about the timing of ethics training and Col Glasz noted the continual teaching of ethics through the four-year curriculum. Dr. Kellermann noted the re-engineering of the honor code which was student driven and a new dramatic approach to ethics. Col Glasz noted the emphasis on the Service Corps values. Dr. Kellermann noted the focus on creating another module in the curriculum which contains ethics and would be a pass/fail course. Dr. Romano noted a required ethics and policy course for nursing students. General Morgan asked about an outside reviewer of the proposed ethics course for medical students. Dr. Johns noted the importance of “see something, say something” and asked about mental health, which Dr. Reamy noted the extensive resources for USU students. Dr. Kellermann also noted the importance of ethics for faculty and staff. Col Glasz also noted the chaplain and religious personnel are available to assist.

BOARD ACTIONS

Degree Granting – School of Medicine

Dean Kellermann presented for certification the School of Medicine Class of 2015. Each of the 161 students therein has completed the requirements necessary to be awarded the degree of Doctor of Medicine and to enter graduate medical education.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dean Kellermann and recommended that the President confer the degree of Doctor of Medicine on each member of the Class of 2015 as listed.

Degree Granting - Graduate Education

Dr. Kellermann presented for certification 40 candidates to receive graduate degrees in Preventive Medicine and Biostatistics (37 Master's and three Doctoral candidates). Additionally, seven candidates were presented to receive the degree of Doctor of Philosophy (one candidate in the Emerging and Infectious Diseases Graduate Program, one candidate in the Medical and Clinical Psychology Graduate Program, two candidates in the Molecular and Cell Biology Graduate Program and three in the Neuroscience Graduate Program) and three were presented for the degree of Master of Science (two candidates in the Department of Medical and Clinical Psychology and student Lyndsy Meyer who is listed twice on separate documents).

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Kellermann and recommended that the university president confer the degrees as stated upon each of the 49 candidates.

Degree Granting - Graduate School of Nursing

Dr. Romano presented for certification 27 candidates to receive degrees. Seven candidates were presented for the Master of Science in Nursing degree (three candidates in the Adult-Gerontology Clinical Specialist Program and four candidates in the Family Nurse Practitioner Program). Twenty candidates were presented for the Doctor of Nursing Practice degree (11 candidates in the Family Nurse Practitioner Program and nine candidates in the Psychiatric Mental Health Nurse Practitioner Program).

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Romano and recommended that the university president confer the degrees as stated upon each of the 27 candidates.

Degree Granting – Postgraduate Dental College

Dr. Schneid presented for certification 57 students to receive the Master of Science in Oral Biology degree. In the Army Postgraduate Dental College class, 16 candidates completed the requirements of the Comprehensive Dentistry program. In the Navy Postgraduate Dental College, four candidates completed requirements for the Comprehensive Dentistry program, four candidates completed requirements for the Endodontics program, one candidate completed requirements for the Oral and Maxillofacial Pathology program, three candidates completed the requirements for the Periodontics program, five candidates completed the requirements for the Prosthodontics program and three candidates completed the requirements for the Orofacial Pain program. In the Air Force Postgraduate Dental School, 11 candidates completed the requirements for the Comprehensive Dentistry program, four candidates completed the requirements for the Endodontics program and six candidates completed the requirements for the Tri-Service Orthodontic Residency program.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Schneid and recommended that the university president confer the degrees as stated upon each of the 57 candidates.

Faculty Appointments and Promotions – School of Medicine

Dr. Kellermann presented the recommendations made by the School of Medicine Committee on Appointments, Promotion and Tenure at a meeting held on March 23, 2015 and a separate Committee on Appointments, Promotion and Tenure equivalent meeting on February 25, 2015. Forty-seven individuals were recommended for faculty appointment or promotion.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Kellermann and recommended that the university president implement the actions for the 47 faculty recommendations.

Faculty Appointments and Promotions – Graduate School of Nursing

Dr. Romano presented the recommendations made by the Daniel K. Inouye Graduate School of Nursing's Committee on Appointments, Promotion and Tenure at a meeting held on December 12, 2014. Four individuals were recommended for faculty appointment or promotion.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Romano and recommended that the university president implement the actions for the four faculty recommendations.

Faculty Appointments and Promotions – Postgraduate Dental College

Dr. Schneid presented the recommendations made by the Postgraduate Dental College's Committee on Appointments and Promotions at a meeting held on March 17, 2015. Four individuals were recommended for faculty appointment or promotion.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Schneid and recommended that the university president implement the actions for the four faculty recommendations.

Ms. Burke asked about the diversity of the faculty and the impact that can have on the diversity of recruits and students. Dr. Kellermann noted the efforts of the School of Medicine for diversity with students and faculty including the efforts of the Associate Dean for Clinical Affairs and Diversity. Dr. Romano noted ongoing diversity recruitment efforts within the Graduate School of Nursing. Dr. Schneid noted the Postgraduate Dental College faculty diversity is tied to the diversity of the Services.

Award Nominations

Dr. Kellermann presented the nominations of Dr. Jeffrey Harmon, Dr. Gerald Quinnan and Dr. Christopher Zahn - all departing department Chairs with exceptional contributions to the University and endorsed by the Committee for Names & Honors. Dr. Patrick Sculley presented the nomination of COL Priscilla Hamilton for her distinguished service as Dean of the Army Postgraduate Dental School and endorsed by the Committee for Names & Honors.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dr. Kellermann and Dr. Sculley and recommended that the university president implement the action.

Governing Documents

Dr. Blanck noted the Governing Documents at tabs 19-25 asked if there are any questions. No questions were noted.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommended documents as presented by Dr. Blanck.

PRESIDENT'S REPORT

The following points were included in Dr. Rice's discussion:

- Dr. Rice welcomed new Board of Regents member Dr. Leo Rouse and highlighted his focus on interprofessional education. He welcomed Dr. Schneid, the new Executive Dean of the Postgraduate Dental College and noted his previous position as Dean of the Air Force Postgraduate Dental School. Dr. Rice also welcomed Dr. Yvonne Maddox, the new Vice President for Research and noted she will be officially starting soon.
- Dr. Rice asked the Board about the use of electronic voting and communication with the Board. Dr. Blanck noted there would be more discussion in August but current communications are not intrusive or cumbersome.
- Dr. Rice also mentioned the use of Board Advisors and the number of advisors. Dr. Blanck asked the Board to review the list of Advisors for discussion in August.
- The possible Emeritus status of Board members was discussed and how other universities approach the issue. Dr. Johns asked about public versus private universities use of Emeritus status. Ms. Burke asked about the purpose of the Emeritus status. Dr. Rice noted the practice used by other universities. Discussion ensued about options for use and structure of Emeritus status.
- The progress of the Enlisted to Medical Degree Preparatory Program (EMDP2) was reviewed with thanks to General Morgan for his advocacy efforts in facilitating Marine Corps applicants.
- The partnerships with NIH were reviewed to include the National Institute of Allergy and Infectious Disease, National Cancer Institute, National Heart Lung and Blood Institute, National Institute of Minority Health and Health Disparities, National Institute of Nursing Research, and the Clinical Center. Dr. Rice noted the assistance of General Clark and the Jackson Foundation in establishing some of these relationships. Dr. Rice noted a collaboration with Dr. Stanley Prusiner at UCSF and the USU CNRM and Dr. Perl. Ms. Burke noted the significance of the collaboration and the relation to a House bill.
- Dr. Rice expressed excitement at the hosting of the Federal Services Dental Educators Workshop on the USU campus next week.

ACADEMICS SUMMARY

Dr. Johns provided a summary of the Academics Preparatory Session tabs 27-30.

- The Academics Preparatory Session included briefs from medicine, nursing, dental, the faculty senate and AFRRI. Two action items were reviewed and will be brought to the full Board.

- Of note in the School of Medicine, the first class of the new curriculum is graduating and has been very successful. The EMDP2 program opportunity was mentioned. The LCME site visit progress was reviewed. The five chair searches were noted.
- One action item noted is the realignment of the Department of Radiobiology which would then become part of the division of Radioprotectants in the School of Medicine Department of Pharmacology. As a recommendation from the preparatory group to the full Board, the action to disestablish the department of Radiobiology was presented for a vote by the Board Chair.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dr. Kellermann and recommended that the university president implement the action.

- The School of Nursing report was reviewed with highlights to include the meeting of the Federal Nursing Service Council with the Congressional Nursing caucus staff. New interprofessional courses have been implemented and Dr. Johns suggested writing up experiences of this implementation. The GSN Strategic plan is being reviewed. School statistics were noted and Dr. Romano noted USU has the first active duty nurse admitted to the fellowship of the American College of Nurse Midwives. Dr. Rouse noted the significance of the interprofessional collaborations.
- The Postgraduate Dental College highlights included the continued progress of the METC affiliation with USU.
- The second action item for consideration is the Air Force's request to affiliate the Lackland prosthodontics program for a Master's Program in Oral Biology which is being brought forward by the preparatory group to the full Board. A start of 1 July with a notification of CODA and the Middle States Commission on Higher Education (MSCHE). The Board Chair presented the affiliation request to the full Board for a vote.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dr. Schneid and recommended that the university president implement the action.

- The Faculty Senate report raised the issue of faculty salary discrepancies.
- The AFRRI report noted the proposed new division of Radioprotectants in the School of Medicine and the facility modernization work that continues. Additional discussion ensued regarding the ability to develop radioprotectants for those exposed in an operational environment.

FINANCE AND ADMINISTRATION SUMMARY

Dr. Blanck noted that Dr. Brawley previously chaired the Finance and Administration Preparatory Session and with Dr. Brawley's departure, Dr. Kenneth Moritsugu will now assume that duty. However, with Dr. Moritsugu's absence this iteration, Dr. Blanck is providing the Finance and Administration summary which includes tabs 31 & 32.

- Dr. Blanck noted the presentation by Mr. Tinling which included budget execution and funding for the garage renovation. The Health Affairs budgetary pressures (pharmaceutical expenditures) were discussed noting the projected absence of mid-year and end-of-year funds. Dr. Guice noted the current measures taken to decrease spending on pharmaceuticals. Dr. Blanck noted additional funds received by the university for precision medicine and security measures. Discussion ensued regarding the precision

medicine program. Dr. Blanck noted the FY17 POM issues with CDHAM and faculty engagement and mentioned these items to MG Carvalho. The group also discussed having CAPT Diehl present the MODEL survey on global health impacts to the Board.

- The presentation by Mr. Rapp was reviewed, noting the 22 June full live operating capability of the new registrar system. Mr. Rapp has notified the MSCHE of the progress. Additional discussion regarding the student lottery system and how rotations are matched to students. Mr. Rapp noted a June vendor update with consideration for implementing the lottery or leaving it out of the registrar system. The new USU web site update process was reviewed. Dr. Rice asked for Board feedback on the new University web site.
- The Accreditation and Organizational Assessment report was reviewed with notes about the completion of the strategic planning process task force and the standing committee for strategic planning. The LCME self study progress continues. The role of the University in following up with the new potential METC affiliation students to ensure licensure and certification follow up was discussed. Mr. Henske noted the expansive relationship that will need to continue to assure the Services that their members' credentials are current. Dr. Blanck asked about the University relationship with the Joint Chiefs. General Griffith noted the history of the consolidation of the Service medical components and the importance of having a line of coordination with the Joint Chiefs of Staff. Dr. Blanck and Dr. Guice noted the Board meets quarterly with robust discussions that allow engagements of the Vice Chiefs of Staff and connection of medical leadership and the MHS.

BREAK OCCURRED from 9:45am – 10:03am

Dr. Blanck noted the new standards from MSCHE as a handout at the table.

THE HENRY M. JACKSON FOUNDATION FOR THE ADVANCEMENT OF MILITARY MEDICINE (HJF) REPORT

Mr. Lowe expressed thanks and asked the Vice President for Sponsored Programs, Ms. Betsy Folk to present.

- Ms. Folk noted that the HJF report reflects increased USU research support.
- Research is reaching beyond Bethesda to include numerous military and civilian entities.
- Over 1000 HJF employees support USU to include working at other military sites across the U.S., including the Walter Reed National Military Medical Center in support of the Unity of Effort initiative.
- Licensing revenue is on target and there are a variety of active patent and technologies being worked. The Technology Transfer office has a new display in the lobby of building A.
- Dr. Blanck noted the license income and asked about the current patents in process. Dr. Rice expressed the importance of having HJF.

USU INSPECTOR GENERAL'S REPORT

Mr. Henske reviewed the following points of his report:

- The President's Open Door policy was reviewed and three inputs were noted in the report. Dr. Blanck asked policy questions regarding anonymity and feedback on the program. Dr. Rice noted that the office of Government Ethics cited the University as having a best practice with the Open Door policy.

- Internal Driven Investigations were reviewed including a Google notification, AFRRI time and attendance records, government credit card use, government equipment handling, use of RDT/E funds and MILCON funds used at AFRRI.
- The external investigation into grant and DoD fund usage at a Center was summarized.
- MG Carvalho asked about any challenges working with the Service's IG offices if the need arises. Mr. Henske noted the continued efforts of awareness of his office at the University.

LEADERSHIP CURRICULUM REPORT

COL O'Connor noted the additional information provided to the Board and presented the following points.

- COL O'Connor noted the USU Mission and leadership statements by Dr. Woodson, Dr. Rice and Dr. Kellermann. The role of the department of Military and Emergency Medicine (MEM), the leadership team and the published paper on USU leadership education were noted.
- The PITO (Personal, Interpersonal, Team and Organization) model and the 4C's of Leadership (character, competence, context and communication) teaching goals and how they coincide were presented. COL O'Connor noted ties regarding leadership with the military academies.
- The integration of the PITO model in to the key teaching times with students was noted. Leadership training in the pre-clerkship time period noted a variety of topics covered. MEM provides a program of instruction, not a module. Dr. Johns asked about the integration of the Myers Briggs training. COL O'Connor noted the additional goals of learning who one is taking care of and communicating with versus self-investigation.
- The Medical Field Practicum (MFP 101) was reviewed as was the annual Antietam medical staff walk.
- MG Carvalho asked about the Summer Operational Experience and how students are selected for opportunities.
- Other training opportunities during the curriculum were reviewed and Dr. O'Connor noted the newly added leadership capstone. Faculty leadership training has also been integrated.
- General Griffith noted the importance of the leadership training. RADM Lushniak expressed the importance of the faculty to continually learn and the skill sets being taught here at USU result in true leadership. RADM Lushniak noted that for the PHS there is a continual need for leadership and seeing the USU grads in the field, he noted their skills are beyond compare.
- Discussion ensued regarding faculty leadership training, integration of student training to include HPSP students and ensuring that all students gain effective leadership training. The self-responsibility of professional development was also discussed.

USU ALUMNI ASSOCIATION REPORT

Dr. Ellen DeNigris, Executive Director of the USU Alumni Association presented the following points in the Alumni Association Report:

- This is an update from a report by the USU Alumni Association President at a previous Board meeting.
- The Alumni engagement varies throughout the career.
- Alumni Day invitations will be going out soon for the fourth annual Alumni Day event.

- Membership criteria were reviewed as were ways for the Board to join. There are no fees assessed for membership and they don't fundraise. They do receive funds from the bookstore and the courtyard bricks.
- A brief history of the Alumni Association and the current governance structure were reviewed.
- Suggestions and input from the Board are always welcome. Discussion ensued regarding the importance of communication with the classes as they graduate and through their careers. Dr. DeNigris noted the research in to the web capabilities for alumni to connect with each other.
- MG Carvalho noted the importance of taking advantage of high density alumni locations for gatherings.

OFFICE OF GENERAL COUNSEL REPORT

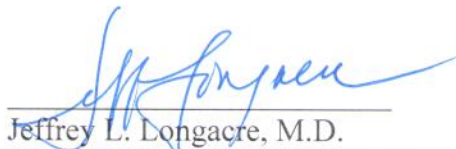
Mr. Jason Kaar noted his role as the Designated Agency Ethics Official for the appointed Board members. Mr. Kaar noted the following points:

- Appointed members serve as Special Government Employees and fall under the Government ethics rules.
- The importance of impartiality was discussed as was acting as an agent for a third party. If a member has official standing with an outside organization that could be of benefit to the MHS, they were advised to call the USU legal office to discuss the matter.
- Use of the title as a member of the USU Board has restricted uses and cannot be used to promote something or an individual member.

ADJOURNMENT

There being no further business on the agenda, Dr. Blanck asked if there was any further information to be brought forward, of which there was none, then adjourned the open portion of the meeting at 11:15 a.m.

SUBMITTED:


 Jeffrey L. Longacre, M.D.
 Executive Secretary, Board of Regents

APPROVED:


 Ronald R. Blanck, D.O.
 Chair, Board of Regents

Prepared by: Jennifer Nuetzi James, Designated Federal Officer